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AN INVESTIGATION INTO HOW JOB
SATISFACTION AND ORGANIZATIONAL
COMMITMENT AFFECT RETENTION DECISIONS
OF COMPANY GRADE OFFICERS IN THE
SUPPLY CAREER FIELD

THESIS

Mitchell M. Miller
First Lieutenant, USAF

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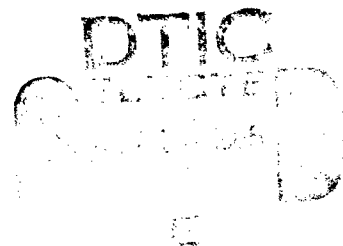
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COMPANY GRADE OFFICERS IN THE SUPPLY CAREER FIELD

THESIS

Presented to the Faculty of the School of Systems and Logistics
of the Air Force Institute of Technology

Air University

In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Logistics Management

Mitchell M. Miller, B.S.

First Lieutenant, USAF

September 1985

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Preface

The purpose of this study was to investigate the retention decisions of supply officers in the United States Air Force. The supply career field has been short in officer manning for the last several years. This research effort was aimed at initiating investigation into this problem.

Major Bruce P. Christensen was instrumental in supporting and sustaining this project. He provided the professional assistance and keen insight needed at all stages of my research.

Dr. Charles R. Fenno was also a major contributor to this project. He provided the learned assistance and personal encouragement which aided immeasurably in the successful completion of my work.

I especially wish to thank my wife Leslie and my children Christopher and Melissa. They were the most important part of my research team as they provided the love, motivation, and support that has made the difference in this project and in my life.

Finally and most importantly, I acknowledge and praise the LORD GOD--May this work be for HIS glory as HE made it all possible.

Mitchell M. Miller

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Abstract

This investigation examined the retention decisions of company grade supply officers in the United States Air Force. Specifically, the relationships between organizational commitment and the components of job satisfaction were examined with three aspects of career intent: (1) intention to presently remain in supply, (2) intention to permanently remain in supply, (3) intention to make the Air Force a career. Also, demographic variables about Air Force supply officers were collected and reported. Data collection was accomplished by survey method. The Job Descriptive Indices (Patricia Smith et al., 1969) were used to measure the components of job satisfaction. Porter's Organizational Commitment Scale questionnaire was used to measure organizational commitment. Original questions were developed to measure the three aspects of career intent. Analysis of the data was accomplished using simple and multiple linear regression.

The results of this investigation illustrate the varying abilities of organizational commitment and the components of job satisfaction to predict the different aspects of expressed career intent. The results indicate that the direct work related components of job satisfaction (work satisfaction, co-worker satisfaction, and supervision

satisfaction) are most strongly related to and are the best predictors of expressed career intention to presently and permanently remain in supply, while organizational commitment is most strongly related to and is the best predictor of expressed career intention to make the Air Force a career.

AN INVESTIGATION INTO HOW JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT AFFECT RETENTION DECISIONS OF
COMPANY GRADE OFFICERS IN THE SUPPLY CAREER FIELD

I. Introduction

General Issue

Retention and maximum utilization of the experienced and skilled individuals in an organization should be the goal of every personnel manager. Certainly, in the Air Force, retention of specially trained officers has received much attention. Retention of personnel in rated career fields--pilots and navigators--has generated several studies. In fact, a special incentive--flight pay--was recently increased to better retain rated personnel. Lately, attention has been focused on the engineering and computer science career fields in the study of the turnover phenomenon. Findings from these studies have led to special bonuses for certain engineering career fields to decrease the rate of turnover for these officers. The Supply Career Field (Air Force Specialty Code 64XX), however, has received little, if any, effective attention and study despite identified retention problems.

Problem Statement

Data gathered by Tactical Air Command in 1984 showed that 46 percent of all supply officers in the Air Force possessed less than five years of supply experience. Also, 1984 figures revealed projected manning shortfalls of 26, 33, and 22 percent for Lt Colonels, Majors, and Captains respectively (Tactical Air Command/LGS Message, 11 January 1984: 1). The Air Force appears to be having a problem retaining career officers in the supply career field.

Scope

Many factors which influence turnover of personnel have been identified by researchers, and several theories concerning the relationships of these factors to turnover have been developed. This research study will focus on and integrate two generally accepted theories of turnover to better investigate the retention decisions of Company Grade Supply Officers in the United States Air Force. The two theories used to analyze the turnover of supply officers are (a) the relationship of job satisfaction to turnover, and (b) the relationship of organizational commitment to turnover.

Specification of Variables

To facilitate development and understanding of the research objectives and research hypotheses to follow, a summary presentation of the variables used in this study is appropriate at this point.

Demographic Variables. Seven demographic variables were collected for examination in this study. They include:

1. Rank.
2. Age.
3. Total Years of Service (Tenure).
4. Total Years in Supply.
5. Highest Educational Level Obtained.
6. Sex.
7. Number of Dependents.

Independent Variables. Six unique independent variables were obtained from each individual respondent to include:

1. Organizational Commitment Score.
2. Work Satisfaction Index.
3. Supervision Satisfaction Index.
4. Co-worker Satisfaction Index.
5. Pay Satisfaction Index.
6. Promotion Satisfaction Index.

The Work Satisfaction Index, Supervision Satisfaction Index, Co-worker Satisfaction Index, Pay Satisfaction Index, and Promotion Satisfaction Index are all components of job satisfaction as defined by Patricia Smith et al. (1969). Work satisfaction, supervision satisfaction, and co-worker satisfaction were classified as aspects of direct work-related job satisfaction, while pay satisfaction and promotion satisfaction were classified as aspects of organizationally related job satisfaction.

Dependent Variables. Three dependent variables have been gathered for investigation. Each of the dependent variables consists of an expression of career intent, with distinctions made between desire to remain in the supply career field for the time being, desire to permanently remain in the supply career field, and desire to make the Air Force a career. Specifically, the designations for the three dependent variables are:

1. Presently Remain in Supply.
2. Permanently Remain in Supply.
3. Make the Air Force a Career.

Research Objectives

Based on review of the literature, background information, and needs of the Air Force, four research objectives were developed.

Research Objective Number One. Describe and report existing demographic characteristics, organizational commitment levels, job satisfaction indices, and career intentions of officers in the supply career field.

Research Objective Number Two. Describe and report the relationships between the demographic variables and the dependent variables.

Research Objective Number Three. Determine the sign and strength of the correlations (relationships) between the independent variables and the dependent variables.

Research Objective Number Four. Determine which independent variables have the strongest relationships to each of the three dependent variables.

Research Questions

The following research questions will be addressed in this study.

1. How do organizational commitment and the components of job satisfaction relate to the different aspects of expressed career intent?

2. What independent variables are the best predictors of (most strongly relate to) intention to presently remain in supply?

3. What independent variables are the best predictors of (most strongly relate to) intention to permanently remain in supply?

4. What independent variables are the best predictors of (most strongly relate to) intention to make the Air Force a career?

Research Hypotheses

The following research hypotheses are proposed and relate to the Research Objectives and Research Questions above. These research hypotheses were developed directly from the ideas and findings presented in the literature review in Chapter II. The first three research hypotheses relate to Research Objective Number Three.

Research Hypothesis 1. The independent variables (organizational commitment, work satisfaction, supervision satisfaction, co-worker satisfaction, pay satisfaction, and promotion satisfaction) will positively relate to intention to presently remain in the supply career field.

Research Hypothesis 2. The independent variables will positively relate to intention to permanently remain in the supply career field.

Research Hypothesis 3. The independent variables will positively relate to intention to make the Air Force a career.

The remaining research hypotheses relate to Research Objective Number Four.

Research Hypothesis 4. Direct work-related aspects of job satisfaction (work satisfaction, supervision satisfaction, and co-worker satisfaction) will be more positively related to both intention to presently remain in supply and intention to permanently remain in supply than organizationally related aspects of job satisfaction (pay satisfaction and promotion satisfaction).

Research Hypothesis 5. Direct work-related aspects of job satisfaction will be more positively related to intention to presently remain in supply and intention to permanently remain in supply than to intention to make the Air Force a career.

Research Hypothesis 6. Organizational commitment will be more positively related to intention to make the Air Force a career than to either intention to presently remain in supply or intention to permanently remain in supply.

Research Hypothesis 7. Organizational commitment will be more positively related to intention to make the Air Force a career than any of the other independent variables.

Summary

It is hypothesized that the independent variables (organizational commitment and the five aspects of job satisfaction) will positively relate to the dependent variables (respective aspects of career intent), and that the work-related aspects of job satisfaction (work satisfaction, supervision satisfaction, and co-worker satisfaction) will be the best predictors of (will most strongly relate to) intention to presently and permanently remain in supply. It is further hypothesized that organizational commitment will be the best predictor of (will most strongly relate to) intention to make the Air Force a career. The literature review in Chapter II examines the reasoning behind these basic hypotheses. Chapter III details the approach of how these hypotheses will be tested, and Chapter IV presents the results of the data analysis and testing. Chapter V summarizes findings, conclusions, and recommendations.

II. Literature Review

Introduction

The causes of employee turnover have been the object of extensive investigation and analysis by organizational behavior researchers. It has been estimated that over 1000 studies have been conducted on the turnover phenomenon (Dalton and others, 1981: 716). Turnover has generated much interest for several significant reasons. For example, the cost of replacing a single nonmanagerial employee has been estimated at over \$2500 (Dalton and others, 1981: 716). Also, turnover is a specific behavior which can be easily measured by companies and researchers alike. The results of turnover measurements have often provided interesting implications for both practitioners and theorists (Krackhardt and others, 1981: 249).

In this review, turnover will be defined as the voluntary act of quitting by employees. Literature relating to two theories of why turnover occurs has been reviewed. The two theories examined include:

1. The relationship of job satisfaction to turnover.
2. The relationship of organizational commitment to turnover.

Recent applications of these theories to the military are presented as well as a summary of basic conclusions derived from the literature.

Relationship of Job Satisfaction to Turnover

In 1973, Porter and Steers reviewed and classified literature pertinent to turnover. Porter and Steers' systematic review concluded that overall job satisfaction plays the central role in an individual's decision to continue serving in his/her present job. The authors further identified fourteen component factors which constitute overall job satisfaction to include (1) supervisory style, (2) work unit size, (3) nature of peer group interaction, (4) overall reaction to job content, (5) task repetitiveness, (6) job autonomy and responsibility, (7) role clarity, (8) pay and promotion, (9) organization size, (10) age, (11) tenure, (12) similarity of job and vocational interest, (13) personality characteristics, and (14) family size and responsibility. The authors then separated these fourteen factors into four generalized categories. These categories are (a) immediate work environment factors (1-3), (b) job content factors (4-7), (c) organization-wide factors (8-9), and (d) personal factors (10-14) (Porter and Steers: 154).

Understanding the process of how job satisfaction affects turnover behavior is vital to using the aggregate measure of job satisfaction and the components of job

satisfaction as independent contributors to turnover.

Therefore, a review of literature pertaining to the theory of how job satisfaction leads to turnover is necessary to an understanding of the power and limitations of job satisfaction as a predictor.

Mobley's Process Model (Job Satisfaction's Relationship to Turnover)

"Most studies of turnover examine the direct relationship between job satisfaction and turnover" (Mobley, 1977: 237). However, evidence suggests that a number of mediating steps exist between lack of job satisfaction and actual quitting. More precisely, job dissatisfaction stimulates thoughts of quitting which may or may not lead to turnover through a process of several steps. William H. Mobley's Turnover Decision Process Model illustrates the possible mediating steps between job dissatisfaction and employee turnover (Mobley, 1977: 237-238).

Steps in Mobley's Employee Turnover Model include:

1. Evaluation of Existing Job.
2. Experienced Job Satisfaction-Dissatisfaction.
3. Thinking of Quitting.
4. Evaluation of Expected Utility of Search.
5. Intention to Search for Alternatives.
6. Search for Alternatives.
7. Evaluation of Alternatives.
8. Comparison of Alternatives with Present Job.

9. Intention to Quit/Stay.

10. Quit/Stay. (Mobley, 1977: 238)

Description of Steps One Through Eight (Mobley, 1977: 237-239). Since Mobley's Process Model broke new ground in turnover research, it merits further examination. Step one of the process model involves the individual's personal evaluation of the relevant aspects of his present job. Step two represents the resultant feelings of satisfaction-dissatisfaction the individual has toward his job. Step three indicates feelings of dissatisfaction stimulate thoughts of quitting. Step four is the process of evaluation by the individual to determine if it is worthwhile for him to look for a new job. Step five is the behavioral intention to search for an alternative job. Step six represents the actual search. Step seven is the evaluation process of available alternatives. Step eight is the comparative process of present job to acceptable alternatives.

Description of Steps Nine and Ten (Mobley, 1977: 239).

Mobley summarized the actual turnover decision and act as follows:

If the comparison (between present job and an alternative) favors the alternative, it will stimulate a behavioral intention to quit (step nine), followed by actual withdrawal (step ten). If the comparison favors the present job, the individual may continue to search, re-evaluate the expected utility of search, re-evaluate the existing job, simply accept the current state of affairs, decrease thoughts of quitting, and/or engage in other forms of withdrawal behavior.

Evaluation of Mobley's Model. The Employee Turnover Decision Process Model (Mobley, 1977) generated much interest and was widely recognized by experts in psychology. Variations of the original model became the target of many further research studies on turnover.

Mobley and his associates have contributed a model that is conceptually rich and, in simplified form, has a strong empirical basis. Continued research employing their model with diverse samples and measurement procedures promises to contribute to our understanding of organizational withdrawal processes. (Miller and others, 1979: 516)

One such follow-on study was conducted to evaluate a simplified version of Mobley's Turnover Process Model by Mobley et al. in 1978. Mobley's new, simplified model included influences relating to an individual's age, tenure in the organization, and probability of finding an acceptable alternative. Mobley had further hypothesized that the probability of finding an acceptable alternative would affect both intentions to search and intentions to quit. He also proposed that a standardized composite of age and tenure would directly affect both the probability of finding an acceptable alternative and job satisfaction (Miller and others, 1979: 510). In his follow-on study, Mobley used a multiple regression procedure to evaluate major linkages of the model (Michaels and Spector, 1982: 53).

Mobley did find that the most probable consequence of job dissatisfaction was the cognitive process of thinking of

quitting. "Mobley found fairly strong and consistent correlations between various job satisfaction measures and thinking of quitting across three organizations" (Mobley and others, 1978: 409). Also, as predicted by Mobley's model, thinking of quitting had a stronger correlation with intention to search than any other variable or step, while intention to search had the strongest effect on intention to quit. Other findings indicated a very strong correlation between the behavioral intention to quit and actual turnover, a finding which supported the idea that the behavioral intention to quit is the immediate precursor of actually quitting (Mobley and others, 1978: 408-414).

Conclusions about Mobley's Model. The combined evidence (Mobley and others, 1978; Miller and others, 1979; Michaels and Spector, 1982) generally validated Mobley's model in that a variety of cognitive and behavioral phenomena are occurring between the emotional experience of job dissatisfaction and the withdrawal behavior (Mobley and others, 1978: 408). The evidence further suggested that varying but apparent relationships do exist between different steps in the model, with the strongest positive correlations being between those steps sequentially proximate (Mobley and others, 1978: 408-414). Therefore, an understanding now exists that job dissatisfaction can definitely lead to the decision to quit, and this decision normally occurs after a series of related cognitive processes and behavioral intentions.

Relationship of Organizational Commitment to Turnover

A growing body of research has indicated that organizational commitment may be an accurate predictor of turnover. As a result, much effort has been directed toward identifying and analyzing variables that may influence levels of organizational commitment (Morris and Sherman, 1981: 512).

Definition of Organizational Commitment. There has been some confusion over the relationship between organizational commitment and job attitudes and their definitions. Hence, the value of organizational commitment as a predictor of turnover depends partially on how organizational commitment is defined. The basic definition describes organizational commitment as a more active and positive orientation toward the organization. For example, M. E. Sheldon defined commitment as "an attitude or orientation toward the organization which links or attaches the identity of the person to the organization" (Morris and Sherman, 1981: 514). A commonly accepted definition of organizational commitment was presented by L. W. Porter (1974). Porter defined commitment as employee identification with and involvement in a particular organization (Hom and Hulin, 1981: 25). Porter considered organizational commitment to be a function involving an internalization of the organization's values, a willingness to focus strong effort toward helping the organization

achieve its goals, and a strong desire to maintain membership in the organization (Hom and others, 1979: 281-282).

The main point to consider in understanding the definition of organizational commitment is the need to differentiate between organizational commitment and job satisfaction, both of which are work attitudes (Arnold and Feldman, 1982: 350). Organizational commitment is the general attitude an individual has toward an organization, while job satisfaction is composed of specific attitudes toward corresponding aspects of the particular job an individual has in the organization (Hom and Hulin, 1981: 26). Accepting this important distinction between organizational commitment and job satisfaction results in the requirement to separately investigate organizational commitment effects on turnover.

Evaluation of Organizational Commitment as a Predictor of Turnover. Porter hypothesized that organizational commitment would be an even better predictor of turnover than job satisfaction (Hom and Hulin, 1981: 26). In 1974, Porter tested this hypothesis in a longitudinal design. He compared the predictive ability of organizational commitment and job satisfaction in predicting stayers and leavers in a sample of psychiatric technician trainees. In his study, "organizational commitment predicted voluntary resignation more accurately than job satisfaction across several time periods" (Hom and others, 1979: 282).

Hom, Katerburg, and Hulin validated Porter's work in 1979 in their study "Comparative Examination of Three Approaches to the Prediction of Turnover," (Hom and others, 1979: 280-289). Their work involved a study of 534 national guard members from throughout a midwestern state. The five Job Descriptive Index scales were used to measure job satisfaction, and Porter's commitment scale was used to assess organizational commitment (Hom and others, 1979: 283). Again, "organizational commitment predicted re-enlistment intention and behavior more accurately than job satisfaction" (Hom and others, 1979: 287). The researchers further argued that the predictive value of organizational commitment occurs because commitment serves as an attitudinal scale containing items measuring intention to withdraw from an organization (Hom and others, 1979: 288).

A summary viewpoint of why organizational commitment appears to predict turnover as well as or better than job satisfaction follows:

When an employee quits, he or she ends all formal ties with a particular company. The employee may not necessarily be relinquishing a set of job duties, since the same kind of job may be assumed elsewhere. Resignation implies rejection of the organization but not necessarily rejection of the job. Consequently, organizational commitment is regarded as being more directly related to termination than are job attitudes. (Hom and others, 1979: 282)

Conclusions about Organizational Commitment as a Predictor of Turnover. Organizational commitment has proven to be an accurate predictor of turnover (Hom and others,

1979; Hom and Hulin, 1981; Morris and Sherman, 1981). The question should not be whether organizational commitment is a better predictor of turnover than job satisfaction, but whether and how the two (organizational commitment and job satisfaction) can be used together to provide a better prediction of turnover.

Applications of Turnover Theories to the Military Services

Several recent studies have applied turnover theories to the military environment (Hom and others, 1979; Hom and Hulin, 1981; Motowilao and Lawton, 1984). All of these studies dealt with soldiers' re-enlistment decisions, and all used one or both of the two principles of turnover prediction discussed in this paper. One central point was derived from these investigations: "Turnover can occur for a variety of reasons" (Butler and others, 1983: 496). No concrete solutions, only causes of turnover, were presented in the literature.

Summary of Basic Conclusions about Job Satisfaction and Organizational Commitment

Accepted conclusions derived from recent literature include:

1. Lack of job satisfaction can definitely lead to the decision to quit, and this decision normally occurs after a series of related cognitive processes and behavioral intentions (Mobley and others, 1977; Mobley and others, 1978; Miller and others, 1979; Michaels and Spector, 1982).

2. Organizational commitment has proven to be an accurate contributor in the prediction of turnover (Hom and others, 1979; Morris and Sherman, 1981; Hom and Hulin, 1981).

3. Job satisfaction and organizational commitment uniquely reflect two work attitudes (Arnold and Feldman, 1982: 350). Job satisfaction reflects specific attitudes an individual has toward corresponding aspects of his particular job, while organizational commitment reflects the general attitude an individual has toward the organization (Hom and Hulin, 1981: 26).

These accepted conclusions, recently tested and supported by professional research, form the basis of this research project.

III. Research Design and Methodology

Introduction

This chapter presents the research design and methodology used to accomplish the research objectives of this study. A review of the demographic, independent, and dependent variables is presented first, along with relevant operational definitions and measurement plans for each. Next, a discussion of the data collection instrument is presented, followed by a brief discussion of the validity and reliability history of the components of the instrument. Then, a description of the target population and the sample is presented, followed by the method of evaluation of the data. Finally, hypotheses for testing are listed.

Independent Variables

There are two categories of independent variables used to predict turnover in this study. The categories of independent variables are:

1. Job Satisfaction.
2. Organizational Commitment.

Job Satisfaction. As operationally defined in this study, overall job satisfaction is a composite of the specific attitudes an individual has toward aspects of his particular job. Job satisfaction will be measured by the five sections of the Job Descriptive Index (JDI). The five sections of the JDI are:

1. Work on Present Job.
2. Supervision on Present Job.
3. People on Present Job (Co-workers).
4. Present Pay.
5. Opportunities for Promotion (Smith and others, 1969).

To specifically accomplish certain research objectives, the five independent variables relating to job satisfaction are collapsed into two groups. These two groups are direct work-related aspects of job satisfaction and organizationally related aspects of job satisfaction. Depending on which hypothesis is being addressed, the appropriate group of job satisfaction measures (components of job satisfaction) will be used.

Direct Work-Related Aspects of Job Satisfaction.

Direct work-related aspects of job satisfaction are operationally defined as a combination of immediate work environment factors and job content factors. Direct work-related aspects of job satisfaction will be measured by the following Job Descriptive Index sections:

1. Work on Present Job.
2. Supervision on Present Job.
3. People on Present Job.

Organizationally Related Aspects of Job Satisfaction.

As operationally defined in this study, organizationally related aspects of job satisfaction are represented by two

aspects--pay and promotion. Organizationally related aspects of job satisfaction will be measured by the remaining two sections of the Job Descriptive Index:

1. Present Pay.
2. Opportunities for Promotion.

Organizational Commitment. As operationally defined in this study, organizational commitment is a reflection of the general attitude an individual has toward the organization. Organizational commitment will be measured by Porter's Organizational Commitment Scale questionnaire (Hom and Hulin, 1981).

Dependent Variables

The overall dependent variable investigated in this study is turnover of officers from the supply career field. Since this is not a longitudinal study, a surrogate measure of turnover for the supply officers surveyed is needed. The behavioral intention to quit has been shown to be the immediate precursor of actual turnover (Mobley and others, 1978: 408-414). This expressed behavioral intention has also been found to be reliable and accurate in the prediction of the turnover behavior (Mills and Osadchey: 38). Therefore, in this study, turnover will be operationally defined as expressed behavioral intention to quit (expressed career intent).

Expressed career intent of officers in the supply career field takes three distinct forms. Positively stated,

the three forms of expressed career intent are officers who intend to presently remain in supply, officers who intend to permanently remain in supply, and officers who intend to make the Air Force a career. Therefore, turnover (expressed career intent) will be represented by three specific dependent variables as previously noted in Chapter I. The dependent variables are:

1. Presently Remain in Supply.
2. Permanently Remain in Supply.
3. Make the Air Force a Career.

Three survey questions were developed to measure the three forms of expressed career intent. Respectively, these questions are:

1. I intend to remain in my present Air Force career field for the rest of my current service commitment.
2. I intend to remain in my present career field for the rest of my Air Force Career.
3. I currently intend to remain in the Air Force for at least 20 years.

Responses to the above survey questions were arrayed on a seven point Likert scale with possible responses ranging from 1 (strongly disagree) to 7 (strongly agree).

Extraneous Variables

An almost infinite number of variables might affect a given causal relationship (Emory: 98). To prevent the design of this research from becoming too complex, variables

other than job satisfaction and organizational commitment will be considered extraneous. Seven extraneous (demographic) variables will be collected, and categorically reported in an attempt to reveal their affects on the dependent variables.

Extraneous variables can be either controlled or uncontrolled. Extraneous variables should be controlled when a significant effect on the independent-dependent variable relationship is anticipated (Emory: 97-99).

Age and length of service in the Air Force (tenure) will be controlled in this research study because age and tenure have been consistently shown to strongly affect retention decisions (Mobley and others, 1979; Porter and Steers, 1973). Controlling age and tenure will contribute to a more strenuous examination of the effects of job satisfaction and organizational commitment on the dependent variables. Age and tenure will be controlled by limiting the regression data set to supply officers who are under 36 years of age and to those with fewer than 12 years of service for pay purposes.

All other factors which might affect turnover will be uncontrolled and considered to have little impact on the level of the explanatory variables. Of these uncontrolled variables, rank, total years in supply, educational level, sex, and number of dependents will be monitored to reveal any possible impact. Number of dependents will be examined

especially closely since Porter and Steers found that family size and responsibility did have an effect on career intentions.

Data Collection Instrument

The data collection instrument used in this study was composed of four parts. Part one gathered demographic information about the respondents. Part two was Lyman Porter's Organizational Commitment Scale questionnaire. Part three was composed of questions to measure the dependent variables. Part four was a slightly modified version of Patricia Smith's Job Descriptive Index (Smith and others, 1969). A copy of the data collection instrument--the Supply Officer Retention Study Questionnaire--is found in Appendix A.

Validity and Reliability History of Measuring Instruments

The psychometric properties of Porter's Organizational Commitment Scale have been thoroughly investigated and the instrument has consistently yielded internal reliabilities of 0.90. Furthermore, the instrument's validity is highly regarded by experts in the field of industrial psychology (Bateman and Strasser: 99; Hom and others: 283;) and was recommended for use to this researcher by Dr. Robert Steel of the Air Force Institute of Technology .

Also, the reliability and validity for the several subscales of the Job Descriptive Index are extremely well

established, and the scales' usefulness for research has been recommended by several researchers (Bateman and Strasser: 100).

Description of the Population

The target population of this research study is Company Grade Supply Officers (AFSC 64XX) on active duty with operational United States Air Force units. The total size of the population is 835 individuals (TAC/LGS Message, 11 January 1984: 1). Company Grade Supply Officers with twelve years or more of active duty service for pay purposes or 36 or more years of age will be excluded from the target population to control the extraneous variables of age and tenure.

Sampling Plan

In order to obtain a desired statistical confidence level of 90 percent, required sample size was computed from the following formula:

$$n = \{N (Z^2) * P (1-P)\} / \{(N-1) d^2 + Z^2 * P (1-P)\}$$

where:

n = sample size

N = population size (766)

P = maximum sample size factor (.50)

d = desired tolerance (.10)

Z = factor of assurance (1.645)
for 90 percent confidence interval

The required sample size for 90 percent statistical confidence is 62.24 (HQ USAF/ACM "Guide", October 1974: 11-14).

The survey instrument was mailed to 180 randomly selected individuals in the target population with the intention of obtaining a sufficiently large representative sample. It was anticipated that at least 90 responses would be obtained, since previous Air Force surveys accomplished through the mail exhibited approximate return rates of 50 percent (Mills and Osadchey: 36-37). It was also anticipated that some of the respondents would exceed the established age and tenure criteria and that some survey instruments would be incorrectly completed.

Data Producing Sample

Of the 180 surveys mailed out, 146 were returned, yielding a response rate of 81.11 percent. Four of the surveys returned were not usable for the following reasons:

- (a) Two of the respondents had attained the rank of Major.
- (b) One of the respondents was not currently working in a supply AFSC.
- (c) One survey was incorrectly completed.

The remaining 142 surveys constituted the data producing sample for Research Objectives One and Two. Of the 142 respondents, 49 were either 36 years of age or older and/or had 12 or more years of service for pay purposes. These 49 cases were excluded to accomplish Research Objectives Three and Four according to the research design.

Method of Evaluation of the Data

Initial Data Analysis. Porter's Organizational Commitment Scale questionnaire yielded a composite score for each individual, with values ranging from 15 to 105. The Job Descriptive Index yielded five individual section scores with ranges between 0 and 54. Appropriate sections of the JDI were examined together to compare direct work related aspects of job satisfaction and organizationally related aspects of job satisfaction. Values for the dependent variables ranged from one to seven for each individual.

Strictly speaking, the Likert scale used in the Organizational Commitment Scale measurement and the dependent variable measurement yielded ordinal data. Also, the JDI combined ordinal data to yield a composite average for each section. Nonetheless, it is common practice in the social sciences to treat these ordinal measurements as though they were interval measurements (Emory: 124). Using this assumption of interval-like data, several powerful methods of data analysis were employed.

Analysis. The Statistical Package for the Social Sciences (SPSS) and the AFIT Harris 800 Computer were used to accomplish analysis of the data. SPSS Subprograms "Frequencies" and "Condescriptive" were used to analyze data for Research Objective Number One. To accomplish Research Objective Number Two, SPSS Subprogram "Crosstabs" was used. SPSS Subprograms "Scattergram" and "Regression" were used to accomplish Research Objectives Three and Four.

Regression Analysis. Regression analysis measures the linear relationships between independent variables and a dependent variable and is more efficient and powerful than nonparametric methods (Hays: 510; Siegel: 213). Hence, simple and multiple linear regression analysis were used to determine the signs and strengths of the relationships between the independent variables and the dependent variables in this study.

Regression Coefficients. Regression coefficients (B) and corresponding F statistics were used to establish whether or not statistical significance existed between the independent and dependent variables. From simple linear regression, regression coefficients merely denote the slope of the regression line. F statistics for each of the regressions were compared against critical F statistics using alpha equal to five percent and degrees of freedom equal to one and sixty respectively. One and sixty degrees of freedom at alpha equals 0.05 yielded a critical F statistic of exactly 4.00. This figure is a more stringent test than if one and ninety-one degrees of freedom were used, as is the actual case (Nie and others: 323-328).

Correlation Coefficients. To describe the strength and direction of the relationships between the independent and dependent variables, simple linear regression was employed, and Pearson Product-Moment Correlation Coefficients (R) were computed. The Pearson Correlation Coefficient (R) is

specifically used to measure the direction and strength of relationships between two interval-level variables. When the linear regression line is a poor fit to the data, (R) will be close to zero and denotes the absence of a linear relationship. If the value of (R) approaches +1.0 or -1.0 we can assume there is a strong linear relationship. The sign of (R) indicates the direction of the relationship, whether positive or negative, while the absolute value of (R) serves as an index of the relative strength of the relationship (Nie and others: 279).

Tests of Significance. One-tailed tests of significance were conducted for each of the correlation coefficients. T-tests were performed using alpha equal to .10 and (n-2) degrees of freedom. Also, actual significance levels for each relationship were computed.

Coefficients of Determination. In addition, the coefficients of determination (R-Square) were examined for each independent-dependent variable relationship. The coefficients of determination (R-Square) directly indicated the proportion of variation in the dependent variable explained by the independent variable. Because of this direct interpretation, the coefficients of determination (R-Square) provided a clearer indication than (R) of the relative strengths of the relationships between the dependent variables and the independent variables (Nie and others: 327).

Multiple Linear Regression. To determine which independent variables have the strongest relationships to the dependent variables when taken together, stepwise multiple linear regression was employed. Using stepwise linear regression, the independent variable that explained the greatest amount of variance (largest R-Square) in the dependent variable entered the equation first, followed in turn by the independent variable which explained the next greatest amount of variance in the dependent variable, and so on. In other words, the independent variable that explained the greatest amount of variance unexplained by the variables already in the equation entered the equation at each step (Nie and others: 345).

Since no tests of significance are possible in differentiating the strengths of the relationships between the independent and dependent variables, the respective coefficients of determination found in the stepwise linear regressions were directly reported and carefully discussed.

Hypotheses for Testing

The following hypotheses were formulated for testing from research objectives three and four and research hypotheses one through seven in Chapter I.

Hypothesis 1. The null hypothesis (H_0) of Hypothesis 1 is that the independent variables are not positively related to intention to presently remain in supply. That is:

Ho: $R_i \leq 0$

Ha: $R_i > 0$

where R_i is the respective correlation coefficient for each of the independent variables.

Hypothesis 2. The null hypothesis (Ho) of Hypothesis 2 is that the independent variables are not positively related to intention to permanently remain in supply. That is:

Ho: $R_i \leq 0$

Ha: $R_i > 0$

where R_i is the respective correlation coefficient for each of the independent variables.

Hypothesis 3. The null hypothesis (Ho) of Hypothesis 3 is that the independent variables are not positively related to intention to make the Air Force a career. That is:

Ho: $R_i \leq 0$

Ha: $R_i > 0$

where R_i is the respective correlation coefficient for each of the independent variables.

Hypothesis 4.

Ho: The null hypothesis (Ho) of Hypothesis 4 is that the coefficients of determination (R-Square) for pay satisfaction and promotion satisfaction are greater than or equal to the coefficients of determination for work satisfaction, supervision satisfaction, and co-worker satisfaction when regressed against both intention to presently remain in supply and intention to permanently remain in supply.

Ha: The alternate hypothesis (Ha) of Hypothesis 4 is that the coefficients of determination for pay satisfaction and promotion satisfaction are less than the coefficients of determination for work satisfaction, supervision satisfaction, and co-worker satisfaction.

Hypothesis 5.

Ho: The null hypothesis (Ho) of Hypothesis 5 is that the coefficients of determination of work satisfaction, supervision satisfaction, and co-worker satisfaction are less when regressed against intention to presently remain in supply and permanently remain in supply than when regressed against intention to make the Air Force a career.

Ha: The alternate hypothesis (Ha) of Hypothesis 5 is that the coefficients of determination of work satisfaction, supervision satisfaction, and co-worker satisfaction are not less when regressed against intention to presently remain in supply and intention to permanently remain in supply than when regressed against intention to make the Air Force a career.

Hypothesis 6.

Ho: The null hypothesis (Ho) of Hypothesis 6 is that the coefficient of determination of organizational commitment is less when regressed against intention to make the Air Force a career than when regressed against either intention to presently remain in supply or intention to permanently remain in supply.

Ha: The alternate hypothesis (Ha) of Hypothesis 6 is that the coefficient of determination of organizational commitment is not less when regressed against intention to make the Air Force a career than when regressed against intention to presently remain in supply or intention to permanently remain in supply.

Hypothesis 7.

Ho: The null hypothesis (Ho) of Hypothesis 7 is that at least one of the coefficients of determination of satisfaction is greater than the coefficient of determination of organizational commitment when they are regressed against intention to make the Air Force a career.

Ha: The alternate hypothesis (Ha) of Hypothesis 7 is that none of the coefficients of determination of satisfaction are greater than the coefficient of determination of organizational commitment when they are regressed against intention to make the Air Force a career.

IV. Results and Analysis

Introduction

The relationships of job satisfaction and organizational commitment to turnover were discussed in Chapter II of this paper. Chapter III explained how these relationships would be investigated and analyzed with the target population of Company Grade Supply Officers. This chapter presents the results of the data analysis in terms of the stated research objectives and research hypotheses of this study. Findings and conclusions will be presented in Chapter V.

The research objectives are addressed in order with corresponding hypotheses for testing noted. Each of the research objectives are restated, followed directly by related data analysis and results. Brief explanations will be used to highlight certain especially noteworthy results.

Research Objective Number One

DESCRIBE AND REPORT EXISTING DEMOGRAPHIC CHARACTERISTICS, ORGANIZATIONAL COMMITMENT LEVELS, JOB SATISFACTION INDICES, AND CAREER INTENTIONS OF OFFICERS IN THE SUPPLY CAREER FIELD.

Demographic Characteristics

Demographic characteristics for the respondents are summarized in the tables that follow. These characteristics of the respondents represent the seven extraneous variables monitored in this study.

Respondents' Ranks. Table I shows the sample was composed of equal numbers of first and second lieutenants, and that the majority of respondents were captains.

TABLE I
Respondents' Ranks

Category	Frequency		
	Absolute	Percentage	Cumulative
Second Lt	27	19.0	19.0
First Lt	27	19.0	38.0
Captain	88	62.0	100.0
Total Responses	142	100.0	

Respondents' Ages. Table II shows that 21.1 percent of the respondents were 36 years of age or above. Table II also indicates that a total of 54.2 percent of the supply officers who responded are older than 30 years of age.

TABLE II
Respondents' Ages

Category	Frequency		
	Absolute	Percentage	Cumulative
20-25 Years	24	16.9	16.9
26-30 Years	41	28.9	45.8
31-35 Years	47	33.1	78.9
36 or Above	30	21.1	100.0
Total Responses	142	100.0	

Respondents' Years of Service. Table III indicates that 31.7 percent of the respondents had 12 years or more of service for pay purposes. Only 19 percent of the respondents had less than four years of service for pay purposes.

TABLE III
Respondents' Years of Service (Tenure)

Category	Frequency		
	Absolute	Percentage	Cumulative
Under 2 Years	10	7.0	7.0
2-4 Years	17	12.0	19.0
4-8 Years	37	26.1	45.1
8-12 Years	33	23.2	68.3
12 Years or More	45	31.7	100.0
Total Responses	142	100.0	

Respondents' Years in Supply. Table IV shows that 40.1 percent of the respondents had under five years of experience in supply.

TABLE IV
Respondents' Years in Supply

Category	Frequency		
	Absolute	Percentage	Cumulative
Under 5 Years	57	40.1	40.1
5 But Less Than 10	54	38.0	78.2
10 Years or More	31	21.8	100.0
Total Responses	142	100.0	

Respondents' Educational Level. Table V shows that all of the respondents had at least a bachelor's degree, and that 37.3 percent of them had a master's degree.

Respondents' Sex. Table VI shows that 78.2 percent of the respondents were male and that 21.8 percent were female. Basically, one out of five of the supply officers was female.

TABLE V
Respondents' Educational Level

Category	Frequency		
	Absolute	Percentage	Cumulative
Bachelor's Degree	89	62.7	62.7
Master's Degree	53	37.3	100.0
Total Responses	142	100.0	

TABLE VI
Respondents' Sex

Category	Frequency		
	Absolute	Percentage	Cumulative
Male	111	78.2	78.2
Female	31	21.8	100.0
Total Responses	142	100.0	

Respondents' Number of Dependents. Table VII indicates that 31 percent of the respondents supported no dependents. and that only 12 percent had four or more dependents.

TABLE VII
Respondents' Number of Dependents

Category	Frequency		
	Absolute	Percentage	Cumulative
No Dependents	44	31.0	31.0
1 Dependent	24	16.9	47.9
2 Dependents	20	14.1	62.0
3 Dependents	37	26.1	88.0
4 or More Dependents	17	12.0	100.0
Total Responses	142	100.0	

Organizational Commitment and Job Descriptive Index Scores

Statistical summaries of the respondents' independent variable scores are found in the paragraphs below.

Organizational Commitment Levels. Organizational commitment scores for the respondents ranged from a minimum of 33 to a maximum of 105. The mean organizational commitment score was 78.585, and the sample had a standard deviation of 13.960. The mode for this sample was 60 with 7 occurrences.

Work Satisfaction Index. Work satisfaction scores for the respondents ranged from a minimum of 1 to a maximum of 49. The mean work satisfaction score was 31.380, and the sample had a standard deviation of 10.791. The mode for this sample was 39 with 8 occurrences.

Supervision Satisfaction Index. Supervision satisfaction scores for the respondents ranged from a minimum of 3 to a maximum of 54. The mean supervision satisfaction score was 37.430, and the sample had a standard deviation of 14.345. The mode for this sample was 54 with 18 occurrences.

Co-worker Satisfaction Index. Co-worker satisfaction scores for the respondents ranged from a minimum of 0 to a maximum of 54. The mean co-worker satisfaction score was 37.444, and the sample had a standard deviation of 13.901. The mode for this sample was 54 with 17 occurrences.

Pay Satisfaction Index. Pay satisfaction scores for the respondents ranged from a minimum of 2 to a maximum of 50. The mean pay satisfaction score was 28.606, and the sample had a standard deviation of 12.931. The mode for this sample was 32 with 12 occurrences.

Promotion Satisfaction Index. Promotion satisfaction scores for the respondents ranged from a minimum of 0 to a maximum of 54. The mean promotion satisfaction score was 27.014, and the sample had a standard deviation of 17.393. The mode for this sample was 54 with 19 occurrences.

Career Intentions

The expressed career intentions of the 142 respondents are summarized in this section of the paper.

Intention to Presently Remain in Supply. Responses to the statement: "I intend to remain in my present Air Force career field for the rest of my current service commitment" are found in Table VIII. Sixty-nine percent of the respondents indicated that they did plan to some degree to presently remain in supply.

TABLE VIII

Intention to Presently Remain in Supply

Category	Frequency		
	Absolute	Percentage	Cumulative
Strongly Disagree	11	7.7	7.7
Moderately Disagree	9	6.3	14.1
Slightly Disagree	9	6.3	20.4
Neutral	15	10.6	31.0
Slightly Agree	15	10.6	41.5
Moderately Agree	28	19.7	61.3
Strongly Agree	55	38.7	100.0
Total Responses	142	100.0	

Intention to Permanently Remain in Supply. Responses to the statement: "I intend to remain in my present Air Force career field for the rest of my Air Force career are found in Table IX. Slightly more than forty-nine percent of the respondents indicated to some degree that they planned to remain in supply for their careers.

TABLE IX

Intention to Permanently Remain in Supply

Category	Frequency		
	Absolute	Percentage	Cumulative
Strongly Disagree	20	14.1	14.1
Moderately Disagree	17	12.0	26.1
Slightly Disagree	10	7.0	33.1
Neutral	25	17.6	50.7
Slightly Agree	14	9.9	60.6
Moderately Agree	19	13.4	73.9
Strongly Agree	37	26.1	100.0
Total Responses	142	100.0	

Intention to Make the Air Force a Career. Responses to the statement: "I currently intend to remain in the Air Force for at least 20 years" are found in Table X. Only 9.9 percent of the respondents planned to leave the Air Force before they were vested in the Air Force retirement system. Table X clearly indicates that a very high percentage (over 75 percent) of the supply officer respondents plan to make the Air Force a career. However, as Table IX shows, only 49.3 percent of the respondents intend to be career supply officers.

TABLE X

Intention to Make the Air Force a Career

Category	Frequency		
	Absolute	Percentage	Cumulative
Strongly Disagree	8	5.6	5.6
Moderately Disagree	2	1.4	7.0
Slightly Disagree	4	2.8	9.9
Neutral	21	14.8	24.6
Slightly Agree	12	8.5	33.1
Moderately Agree	15	10.6	43.7
Strongly Agree	30	56.3	100.0
Total Responses	142	100.0	

Research Objective Number Two

DESCRIBE AND REPORT THE RELATIONSHIPS BETWEEN THE DEMOGRAPHIC VARIABLES AND THE DEPENDENT VARIABLES.

Crosstabulations of all seven of the extraneous variables were accomplished with the three dependent variables. Crosstabulation tables for age, years of service, and number of dependents were of special significance and are found in the text below. Complete results of the remaining four extraneous variables with the three dependent variables are found in the crosstabulation tables in Appendix B.

Age and Years of Service (Tenure). Categorical results on age and years of service (tenure) are summarized in Tables XI to XVI below. Part of the research design dictated that respondents 36 years of age or older and/or with 12 or more years of service be excluded from the regression analysis. The presumption was that age and tenure would significantly affect the dependent variables. Further examination of the affects of age and tenure could have been accomplished using nonparametric techniques. However, such analysis is not the intent of this particular study. Therefore, those respondents 36 years of age or older and/or with 12 or more years of service were merely excluded from the regression sample to control age and tenure.

TABLE XI

Crosstabulation of Presently Remain in Supply and Age

Category	20-25	26-30	31-35	36 and above
Strongly Disagree	5	3	2	1
Moderately Disagree	4	1	3	1
Slightly Disagree	1	5	2	1
Neutral	0	4	9	2
Slightly Agree	3	3	7	2
Moderately Agree	4	8	10	6
Strongly Agree	7	17	14	17
Totals	24	41	47	30

Categorical Results. Results from the crosstabulation of presently remain in supply with age show that seventeen out of thirty of those 36 and above strongly intend to presently remain in supply. Only three out of thirty expressed any intention to presently leave supply.

TABLE XII

Crosstabulation of Permanently Remain in Supply and Age

Category	20-25	26-30	31-35	36 and above
Strongly Disagree	8	7	4	1
Moderately Disagree	6	3	4	4
Slightly Disagree	1	3	5	1
Neutral	2	10	10	3
Slightly Agree	2	3	7	2
Moderately Agree	2	5	6	6
Strongly Agree	3	10	11	13
Totals	24	41	47	39

Categorical Results. Results from the crosstabulation of permanently remain in supply with age reveal that twenty-one out of thirty of the respondents 36 and above expressed intentions to permanently remain in supply. Six of the respondents expressed intention to leave supply.

TABLE XIII

Crosstabulation of Make the Air Force a Career and Age

Category	20-25	26-30	31-35	36 and above
Strongly Disagree	3	2	2	1
Moderately Disagree	2	0	0	0
Slightly Disagree	2	2	0	0
Neutral	5	9	4	3
Slightly Agree	4	5	2	1
Moderately Agree	2	7	5	1
Strongly Agree	6	16	34	24
Totals	24	41	47	30

Categorical Results. Results from the crosstabulation of make the Air Force a career with age show that twenty-six out of thirty of the respondents 36 or above intended to make the Air Force a career. Only one out of thirty disagreed with making the Air Force a career.

TABLE XIV

Crosstabulation of Presently Remain in Supply
and Years of Service (Tenure)

Category	Under 2	2-4	4-8	8-12	12 or more
Strongly Disagree	0	5	4	1	1
Moderately Disagree	2	2	2	2	1
Slightly Disagree	2	0	3	2	2
Neutral	0	1	4	3	7
Slightly Agree	1	2	2	4	6
Moderately Agree	3	1	9	9	6
Strongly Agree	2	6	13	12	22
Total	10	17	37	33	45

Categorical Results. Results from the crosstabulation of presently remain in supply with tenure show 34 out of 45 of the respondents with 12 years or more of service planned on presently remaining in supply. Only 4 out of 45 expressed any intention to presently leave supply.

TABLE XV

Crosstabulation of Permanently Remain in Supply
and Years of Service (Tenure)

Category	Under 2	2-4	4-8	8-12	12 or more
Strongly Disagree	1	7	9	1	2
Moderately Disagree	4	1	3	5	4
Slightly Disagree	0	1	3	3	3
Neutral	2	2	9	6	6
Slightly Agree	1	2	2	2	7
Moderately Agree	1	3	3	7	5
Strongly Agree	1	1	8	9	18
Totals	10	17	37	33	45

Categorical Results. Results from the crosstabulation of permanently remain in supply with tenure show that 30 out of 45 planned on presently remaining in supply. Nine out of forty-five expressed some intention to leave supply.

TABLE XVI

Crosstabulation of Make the Air Force a Career
and Years of Service (Tenure)

Category	Under 2	2-4	4-8	8-12	12 or more
Strongly Disagree	0	2	3	2	1
Moderately Disagree	0	1	1	0	0
Slightly Disagree	3	0	1	0	0
Neutral	3	3	9	4	2
Slightly Agree	2	3	4	0	3
Moderately Agree	1	0	9	3	2
Strongly Agree	1	8	10	24	37
Totals	10	17	37	33	45

Categorical Results. Results from the crosstabulation of make the Air Force a career with tenure indicate 42 out of 45 intend to make the Air Force a career. Only one respondent out of forty-five expressed any intention to not make the Air Force a career.

Number of Dependents. Results of crosstabulation of the variable number of dependents with the three dependent variables are presented in Tables XVII, XVIII, and XIX. From Tables XVII and XVIII, no bias appears to exist in the relationship between number of dependents and intention to presently remain in supply and intention to permanently remain in supply. However, the results in Table XIX clearly show that the number of dependents the respondents had affected expressed career intention to make the Air Force a career.

TABLE XVII

Presently Remain in Supply with Number of Dependents

Category	Number of Dependents				
	Zero	One	Two	Three	Four or More
Strongly Disagree	4	3	2	2	0
Moderately Disagree	5	2	0	2	0
Slightly Disagree	2	3	2	1	1
Neutral	4	1	1	4	5
Slightly Agree	8	2	2	3	0
Moderately Agree	10	4	3	9	2
Strongly Agree	11	9	10	16	9
Totals	44	24	20	37	17

TABLE XVIII

Permanently Remain in Supply with Number of Dependents

Category	Number of Dependents				
	Zero	One	Two	Three	Four or More
Strongly Disagree	9	3	2	6	0
Moderately Disagree	8	2	2	3	2
Slightly Disagree	1	3	4	2	0
Neutral	10	4	3	3	5
Slightly Agree	5	2	1	6	0
Moderately Agree	4	4	1	7	3
Strongly Agree	7	6	7	10	7
Totals	44	24	20	37	17

TABLE XIX

Make the Air Force a Career with Number of Dependents

Category	Number of Dependents				
	Zero	One	Two	Three	Four or More
Strongly Disagree	4	2	1	1	0
Moderately Disagree	1	1	0	0	0
Slightly Disagree	2	1	0	1	0
Neutral	10	4	3	2	2
Slightly Agree	5	2	1	2	2
Moderately Agree	7	1	3	3	1
Strongly Agree	15	13	12	28	12
Totals	44	24	20	37	17

Research Objective Number Three

DETERMINE THE SIGN AND STRENGTH OF THE CORRELATIONS (RELATIONSHIPS) BETWEEN THE INDEPENDENT VARIABLES AND THE DEPENDENT VARIABLES.

Statistical Significance of Variable Relationships

Regression coefficients (B) and F statistics were used to establish existence of statistical significance between the independent variables and the dependent variables. Results of the simple linear regressions are found in Tables XX, XXI, and XXII.

TABLE XX

Regression Coefficients and F Statistics of the Independent Variables with Intention to Presently Remain in Supply

Independent Variable	B	F Statistic*
Organizational Commitment	.05035	12.366
Work Satisfaction	.08633	19.007
Supervision Satisfaction	.06755	21.646
Co-worker Satisfaction	.06159	16.670
Pay Satisfaction	.00671	0.0134
Promotion Satisfaction	.03670	9.2438

*alpha = 0.05 degrees of freedom = 1 and 60 Critical F = 4.00

Regression Results. Table XX shows that the relationships between organizational commitment, work satisfaction, supervision satisfaction, co-worker satisfaction, and promotion satisfaction were statistically significant with intention to presently remain in supply. The relationship between pay satisfaction and intention to presently remain in supply was not statistically significant.

TABLE XXI

Regression Coefficients and F Statistics of the Independent Variables with Intention to Permanently Remain in Supply

Independent Variable	B	F Statistic*
Organizational Commitment	.03435	4.963
Work Satisfaction	.06789	10.030
Supervision Satisfaction	.04112	6.444
Co-worker Satisfaction	.04710	8.356
Pay Satisfaction	.02166	1.310
Promotion Satisfaction	.03215	6.400

*alpha = 0.05 degrees of freedom = 1 and 60 Critical F = 4.00

Regression Results. Table XXI shows that the relationships between organizational commitment, work satisfaction, supervision satisfaction, co-worker

satisfaction, and promotion satisfaction were statistically significant with intention to permanently remain in supply. The relationship between pay satisfaction and intention to permanently remain in supply was not statistically significant.

TABLE XXII

Regression Coefficients and F Statistics of the Independent Variables with Intention to Make the Air Force a Career

Independent Variable	B	F Statistic*
Organizational Commitment	.04875	15.198
Work Satisfaction	.04413	5.561
Supervision Satisfaction	.02625	3.497
Co-worker Satisfaction	.01859	1.667
Pay Satisfaction	-.00252	0.024
Promotion Satisfaction	.00742	0.440

*alpha = 0.05 degrees of freedom = 1 and 60 Critical F = 4.00

Regression Results. Table XXII shows that the relationships organizational commitment and work satisfaction were statistically significant with intention to make the Air Force a career. The relationships between supervision satisfaction, co-worker satisfaction, pay satisfaction, and promotion satisfaction were not statistically significant with intention to make the Air Force a career.

Signs and Strengths of Relationships

Correlation coefficients and coefficients of determination were calculated to show the strength and direction of the relationships. Specifically, the Pearson Product-Moment Correlation Coefficients (R) between the dependent and independent variables were used to accomplish Research Objective Number Three and to test the postulated Hypotheses One, Two, and Three. The correlations of the variables are statistically significant when the level of significance was less than 0.05 ($p < 0.05$). The coefficients of determination (R-Square) were used to more descriptively represent the proportion of the variation in the dependent variable explained by the independent variable. Past research on attitudes indicated that a coefficient of determination value greater than or equal to 0.10 can be considered to have practical significance (Mills and Osadchey: 52). This simple decision rule was used as a gauge of the practical significance of the relationships between the independent variables and the dependent variables. More importantly, however, is the direct comparison of the strengths of the relationships between the independent variables and the dependent variables. The results found in Tables XXIII, XXIV, and XXV provide the basis for the correlation analysis.

TABLE XXIII

Correlation Coefficients and Coefficients of Determination
with Intention to Presently Remain in Supply

Independent Variable	R	Significance	R-Square
Organizational Commitment	.34587	.00034	.11963
Work Satisfaction	.41567	.00002	.17278
Supervision Satisfaction	.43836	.00001	.19216
Co-worker Satisfaction	.39348	.00005	.15483
Pay Satisfaction	.03828	.35780	.00147
Promotion Satisfaction	.30367	.00154	.09221

Hypothesis 1. Reject the null hypothesis. Conclude (R) is greater than zero for all of the independent variables except pay satisfaction. Table XXIII shows that all of the independent variables were positively related to intention to presently remain in supply. However, correlation of pay satisfaction with presently remain in supply was not significant. Coefficients of determination for organizational commitment, work satisfaction, supervision satisfaction, and co-worker satisfaction exceeded the practical significance criterion of 0.10 when regressed with intention to presently remain in supply.

TABLE XXIV

Correlation Coefficients and Coefficients of Determination
with Intention to Permanently Remain in Supply

Independent Variable	R	Significance	R-Square
Organizational Commitment	.22741	.01418	.05127
Work Satisfaction	.31508	.00105	.09927
Supervision Satisfaction	.25716	.00641	.06613
Co-worker Satisfaction	.29000	.00240	.08410
Pay Satisfaction	.11911	.12773	.01419
Promotion Satisfaction	.25633	.00657	.06570

Hypothesis 2. Reject the null hypothesis. Conclude (R) is greater than zero for all of the independent variables except pay satisfaction. Table XXIV shows that all of the independent variables were positively related to intention to permanently remain in supply. However, correlation of pay satisfaction with permanently remain in supply was not significant. None of the coefficients of determination exceeded the practical significance criterion of 0.10 when regressed against permanently remain in supply.

TABLE XXV

Correlation Coefficients and Coefficients of Determination
with Intention to Make the Air Force a Career

Independent Variable	R	Significance	R-Square
Organizational Commitment	.37830	.00009	.14311
Work Satisfaction	.23998	.01025	.05759
Supervision Satisfaction	.19238	.03234	.03701
Co-worker Satisfaction	.13412	.09997	.01799
Pay Satisfaction	-.01622	.43870	.00026
Promotion Satisfaction	.06936	.25442	.00481

Hypothesis 3. Reject the null hypothesis in all cases except with pay satisfaction. Conclude (R) is greater than zero for all of the independent variables except pay satisfaction. All of the independent variables except pay satisfaction were positively related to intention to make the Air Force a career. Pay satisfaction had a regression coefficient of -0.01622 indicating a slight inverse relationship with intention to make the Air Force a career. Also, the correlations of pay satisfaction and promotion satisfaction were not statistically significant with intention to make the Air Force a career. The coefficient of determination for organizational commitment was the only coefficient which exceeded the practical significance criterion of 0.10 when the independent variables were regressed with intention to make the Air Force a career.

Research Objective Number Four

DETERMINE WHICH INDEPENDENT VARIABLES HAVE THE STRONGEST RELATIONSHIPS TO EACH OF THE THREE DEPENDENT VARIABLES.

Stepwise multiple linear regression was used to determine which independent variables most strongly related to the dependent variables when taken together. Results of the stepwise regressions are found in Tables XXVI, XXVII, and XXVIII on the following pages. The results presented in these tables supplement the basis for analysis for Hypotheses Four through Seven.

TABLE XXVI

Stepwise Regression of the Independent Variables with
Intention to Presently Remain in Supply

Independent Variable	R-Square	R-Square Change
Supervision Satisfaction	.19216	.19216
Co-worker Satisfaction	.25971	.06755
Work Satisfaction	.29341	.03370
Organizational Commitment	.31502	.02161
Promotion Satisfaction	.31850	.00347
Pay Satisfaction	DID NOT ENTER THE EQUATION	

TABLE XXVII

Stepwise Regression of the Independent Variables with
Intention to Permanently Remain in Supply

Independent Variable	R-Square	R-Square Change
Work Satisfaction	.09927	.09927
Co-worker Satisfaction	.13319	.03392
Promotion Satisfaction	.14893	.01574
Pay Satisfaction	.15531	.00639
Supervision Satisfaction	.16216	.00685
Organizational Commitment	.16558	.00342

TABLE XXVIII

Stepwise Regression of the Independent Variables with
Intention to Make the Air Force a Career

Independent Variable	R-Square	R-Square Change
Organizational Commitment	.14311	.14311
Work Satisfaction	.15655	.01344
Promotion Satisfaction	.16576	.00921
Supervision Satisfaction	.16916	.00340
Pay Satisfaction	.16951	.00034
Co-worker Satisfaction	.16967	.00016

Hypothesis 4. Reject the null hypothesis. Conclude that the direct work related aspects of job satisfaction (work satisfaction, supervision satisfaction, and co-worker satisfaction) are more positively related to both intention to presently remain in supply and intention to permanently remain in supply than the organizationally related aspects of job satisfaction (pay satisfaction and promotion satisfaction). The coefficients of determination for pay satisfaction and promotion satisfaction were less than the coefficients of determination for work satisfaction, supervision satisfaction, and co-worker satisfaction. The results of the simple linear regressions reported in Tables XXIII and XXIV showed that the coefficients of determination for the direct work related aspects of job satisfaction exceeded the coefficients of determination for organizationally related aspects of job satisfaction in each case. The results of the stepwise regressions reported in Tables XXVI and XXVII support this conclusion also, except in one instance where the contributions to R-Square fell below two percent with permanently remain in supply.

Hypothesis 5. Reject the null hypothesis. Conclude that the direct work related aspects of job satisfaction are more positively related to intention to presently remain in supply and intention to permanently remain in supply than intention to make the Air Force a career. In all cases, the results of the simple linear regressions found in Tables

XXIII, XXIV, and XXV showed that the coefficients of determination for work satisfaction, supervision satisfaction, and co-worker satisfaction were greater when regressed against intention to presently remain in supply and intention to permanently remain in supply than when regressed with intention to make the Air Force a career. The stepwise regressions further supported this conclusion, as the contributions to R-Square in each case were greater when regressed with intention to presently remain in supply and intention to permanently remain in supply than when regressed with intention to make the Air Force a career.

Hypothesis 6. Reject the null hypothesis. Conclude that organizational commitment is more positively related to intention to make the Air Force a career than to either intention to presently remain in supply or intention to permanently remain in supply. The results of the simple linear regressions found in Tables XXIII, XXIV, and XXV showed that organizational commitment's coefficient of determination was highest when regressed with intention to make the Air Force a career. As evidenced in Tables XXVI, XXVII, and XXVIII, the stepwise regressions further supported this conclusion as organizational commitment played the primary role in predicting intention to make the Air Force a career. Organizational commitment played a much less significant role in predicting both intention to presently remain in supply and intention to permanently remain in supply.

Hypothesis 7. Reject the null hypothesis. Conclude that organizational commitment is more positively related to intention to make the Air Force a career than any of the other independent variables. The results of the simple linear regressions found in Table XXV show that none of the coefficients of determination of job satisfaction are greater than the coefficient of determination of organizational commitment when they were regressed with intention to make the Air Force a career. The results of the stepwise regression found in Table XXVIII reaffirms this conclusion, as organizational commitment explained 14.311 percent of the variation in intention to make the Air Force a career. The other five independent variables together explained only 2.656 percent of the variation in intention to make the Air Force a career.

V. Conclusions and Recommendations

Introduction

Several studies have compared the predictive ability of organizational commitment and job satisfaction in the prediction of turnover of employees from organizations (Hom and others, 1979; Hom and Hulin, 1981; Arnold and Feldman, 1982). However, few, if any, studies have compared the predictive ability of organizational commitment and job satisfaction in the prediction of turnover of employees between different departments within an organization.

Studies to date have established that organizational commitment was regarded as being more directly related to termination of all formal ties with an organization, while job satisfaction reflected specific attitudes an individual has towards aspects of his particular job. Again, little research has been done that attempts to use organizational commitment and job satisfaction together to explain the different forms of turnover: total termination from an organization versus turnover within an organization (transfers between departments).

The United States Air Force Personnel Management System, with current career field management concepts involving primary and secondary Air Force Specialty Codes, is ideally tailored to examination of the different aspects of turnover--in this case, turnover from the Air Force versus turnover from a primary career field.

This study examined the relationships of organizational commitment and job satisfaction to expressed career intent to (a) presently remain in supply, (b) permanently remain in supply, and (c) make the Air Force a career. Conclusions from this study follow and were addressed within the context of the Research Questions presented in Chapter I.

Research Question Number One

HOW DO ORGANIZATIONAL COMMITMENT AND THE COMPONENTS OF JOB SATISFACTION RELATE TO THE DIFFERENT ASPECTS OF EXPRESSED CAREER INTENT?

Organizational Commitment. Organizational commitment was positively related to intention to presently remain in supply, permanently remain in supply, and make the Air Force a career. Organizational commitment was most strongly related to expressed career intention to make the Air Force a career.

Work Satisfaction. Work satisfaction was positively related to intention to presently remain in supply, permanently remain in supply, and make the Air Force a career. Work satisfaction was most strongly related to presently remain in supply.

Supervision Satisfaction. Supervision satisfaction was positively related to intention to presently remain in supply and intention to permanently remain in supply. However, supervision satisfaction was not significantly related to intention to make the Air Force a career.

Supervision satisfaction was most strongly related to intention to presently remain in supply.

Co-worker Satisfaction. Co-worker satisfaction was positively related to intention to presently remain in supply and intention to permanently remain in supply. However, co-worker satisfaction was not significantly related to intention to make the Air Force a career. Co-worker satisfaction was most strongly related to intention to presently remain in supply.

Pay Satisfaction. Pay satisfaction was not significantly related to either intention to presently remain in supply, permanently remain in supply, or make the Air Force a career. In fact, pay satisfaction had a very small negative regression coefficient when regressed with intention to make the Air Force a career.

Promotion Satisfaction. Promotion satisfaction was positively related to intention to presently remain in supply and intention to permanently remain in supply. Promotion satisfaction was not significantly related to intention to make the Air Force a career. Promotion satisfaction was most strongly related to intention to presently remain in supply.

Research Question Number Two

WHAT INDEPENDENT VARIABLES ARE THE BEST PREDICTORS OF (MOST STRONGLY RELATE TO) INTENTION TO PRESENTLY REMAIN IN SUPPLY?

Supervision satisfaction, co-worker satisfaction, and work satisfaction respectively were the best predictors of intention to presently remain in supply. These three--supervision satisfaction, co-worker satisfaction, and work satisfaction--are the direct work related aspects of job satisfaction. The simple linear regressions revealed that these three independent variables had the highest coefficients of determination. Also, the results of the stepwise multiple linear regression in Table XXVI showed that these direct work related aspects of job satisfaction had the strongest relationships to and explained 29.341 percent of the variation in intention to presently remain in supply. The other three independent variables added less than three percent total to the explanation of variance.

Research Question Number Three

WHAT INDEPENDENT VARIABLES ARE THE BEST PREDICTORS OF (MOST STRONGLY RELATE TO) INTENTION TO PERMANENTLY REMAIN IN SUPPLY?

Work satisfaction, co-worker satisfaction, and supervision satisfaction respectively were the best predictors of intention to permanently remain in supply. As previously mentioned, work satisfaction, co-worker

satisfaction, and supervision satisfaction are the direct work related aspects of job satisfaction. The simple linear regressions revealed that these three independent variables had the highest coefficients of determination. Also, the results of the stepwise multiple linear regression in Table XXVII showed that work satisfaction and co-worker satisfaction had the strongest relationships to and explained 13.319 percent of the variation in intention to permanently remain in supply. The other four independent variables added only slightly more than three percent total to the explanation of variance.

Research Question Number Four

WHAT INDEPENDENT VARIABLES ARE THE BEST PREDICTORS OF (MOST STRONGLY RELATE TO) INTENTION TO MAKE THE AIR FORCE A CAREER?

Organizational commitment was the best predictor of intention to make the Air Force a career. Organization commitment by far had the largest correlation coefficient (0.37830) when the simple linear regressions were performed. Work satisfaction, supervision satisfaction, and co-worker satisfaction were next with simple correlation coefficients of only 0.23998, 0.19238, and 0.13412 respectively. The results of the stepwise multiple linear regression in Table XXVIII revealed that organizational commitment had the strongest relationship to and explained 14.311 percent of the variance in intention to make the Air Force a career.

The other five independent variables added less than three percent total to explanation of the variance in intention to make the Air Force a career.

Recommendations for Further Research

Several recommendations for further research naturally arise from this study and are noted below.

The first recommendation concerns the further analysis of the predictive abilities of organizational commitment and the components of job satisfaction on retention decisions of other than supply officers. This type of analysis on officers in other AFSC's could help validate or dispute the findings in this study.

The second recommendation concerns the analysis of the effects of the demographic/extraneous variables on retention decisions. This type of analysis would contribute to the understanding of the several other factors which relate to turnover of personnel.

The third recommendation is to include in the regression analysis those respondents 36 years of age and older and/or with 12 or more years of service for pay purposes. The results of this second regression could be compared with the original results in this study to further reveal any effects of age and tenure on the predictive abilities of organizational commitment and job satisfaction on retention decisions.

Conclusion

Organizational commitment and the aspects of job satisfaction can be used together to better predict career officers from noncareer officers and those merely desiring to change career fields. This inference was supported by the simple linear regressions and the stepwise regressions where different independent variables explained varying degrees of the relationships to the three aspects of expressed career intent. This turnover prediction concept could prove valuable in manpower management applications as the need for dedicated officers continues to increase and the recruitment and retention of such officers becomes more challenging.

Organizational commitment and expressed career intent measures could be used to identify those officers most likely to desire Air Force careers. In turn, the components of job satisfaction, especially the work related aspects of job satisfaction, could be used to identify those career-minded officers who are strongly dissatisfied with a particular career field--in this case--supply. Military personnel management decisions could then take this information into account to best serve the needs of the United States Air Force by attempting to crossflow these valuable, organizationally committed, situationally dissatisfied officers into other career fields.

Appendix A: Supply Officer Retention Study Questionnaire

SUPPLY OFFICER RETENTION STUDY

USAF Survey Control Number 85-37

INTRODUCTION

Retention of specially trained Air Force officers has received much attention. In fact, several retention studies of rated personnel and engineers have been conducted. The purpose of this questionnaire, however, is to gather data to specifically and uniquely focus on retention of Air Force SUPPLY OFFICERS (AFSC 64XX). Your cooperation and assistance in this study is VERY MUCH APPRECIATED.

INSTRUCTIONS

This questionnaire is divided into four parts as follows:

1. DEMOGRAPHIC INFORMATION
2. ORGANIZATIONAL INFORMATION
3. CAREER PLANS
4. THE JOB DESCRIPTIVE INDEX

Please answer each section according to the directions provided. Mark your answers directly on this questionnaire. The entire survey should take only 10-15 minutes to complete. Do NOT write your name on this questionnaire so your responses will remain anonymous.

DEMOGRAPHIC INFORMATION

Circle the letter of the answer which best describes you.

1. What is your current rank?

- | | |
|----------------------|-----------------------|
| a. Second Lieutenant | d. Major |
| b. First Lieutenant | e. Lieutenant Colonel |
| c. Captain | f. Colonel |

2. What is your current age?

- a. 20 - 25
- b. 26 - 30
- c. 31 - 35
- d. 36 or above

3. What is your total years of service for pay purposes?

- a. Under 2 years
- b. 2 years, but less than 4 years
- c. 4 years, but less than 8 years
- d. 8 years, but less than 12 years
- e. 12 years or more

4. How many total years have you served in the supply career field?

- a. Under 5 years
- b. 5 years, but less than 10 years
- c. 10 years or more

5. To date, your highest educational level obtained is:

- a. Associate's Degree
- b. Bachelor's Degree
- c. Master's Degree
- d. Doctoral Degree

6. Please indicate your sex.

- a. Male
- b. Female

7. Not including yourself, how many dependents do you currently have?

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4 or more

ORGANIZATIONAL INFORMATION

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. In the case of Air Force Officers, the company or organization is considered to be the Air Force in general, NOT just the specific command/operating agency, squadron, or base.

Use the following rating scale to indicate your feelings about the Air Force.

Strongly Disagree Moderately Disagree Slightly Disagree Neutral Slightly Agree Moderately Agree Strongly Agree

1 2 3 4 5 6 7

8. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

1 2 3 4 5 6 7

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
----------------------	------------------------	----------------------	---------	-------------------	---------------------	-------------------

1	2	3	4	5	6	7
---	---	---	---	---	---	---

9. I talk up this organization to my friends as a great organization to work for.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

10. I feel very little loyalty to this organization.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

11. I would accept almost any type job assignment in order to keep working for this organization.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

12. I find that my values and the organization's values are very similar.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

13. I am proud to tell others that I am part of this organization.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

14. I could just as well be working for a different organization as long as the type of work was similar.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

15. This organization really inspires the very best in me in the way of job performance.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

16. It would take very little change in my present circumstances to cause me to leave this organization.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

17. I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

18. There's not too much to be gained by sticking with this organization indefinitely.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Strongly Disagree Moderately Disagree Slightly Disagree Neutral Slightly Agree Moderately Agree Strongly Agree

1 2 3 4 5 6 7

19. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.

1 2 3 4 5 6 7

20. I really care about the fate of this organization.

1 2 3 4 5 6 7

21. For me this is the best of all possible organizations for which to work.

1 2 3 4 5 6 7

22. Deciding to work for this organization was a definite mistake on my part.

1 2 3 4 5 6 7

CAREER PLANS

Circle the number which best corresponds with your feelings about each statement.

Strongly Disagree Moderately Disagree Slightly Disagree Neutral Slightly Agree Moderately Agree Strongly Agree

1 2 3 4 5 6 7

23. I intend to remain in my present Air Force career field for the rest of my current service commitment.

1 2 3 4 5 6 7

24. I intend to remain in my present career field for the rest of my Air Force Career.

1 2 3 4 5 6 7

25. I currently intend to remain in the Air Force for at least 20 years.

1 2 3 4 5 6 7

THE JOB DESCRIPTIVE INDEX

The following five sections of the Job Descriptive Index help to describe feelings individuals might have toward their particular job and work environment.

I. Think of your present work. What is it like most of the time? In the space preceding each word below, circle

- 1 for "Yes" if it describes your work
- 2 if you cannot decide
- 3 for "NO" if it does NOT describe it

WORK ON PRESENT JOB

YES	CANNOT DECIDE	NO	
1	2	3	Fascinating
1	2	3	Routine
1	2	3	Satisfying
1	2	3	Boring
1	2	3	Good
1	2	3	Creative
1	2	3	Respected
1	2	3	Hot
1	2	3	Pleasant
1	2	3	Useful
1	2	3	Tiresome
1	2	3	Healthful
1	2	3	Challenging
1	2	3	On your feet
1	2	3	Frustrating
1	2	3	Simple
1	2	3	Endless
1	2	3	Gives sense of accomplishment

II. Think of the kind of supervision that you get on your job. How well does each of the following words describe this supervision? In the space preceding each word below, circle

- 1 if it describes the supervision you get on your job
- 2 if you cannot decide
- 3 if it does NOT describe it

SUPERVISION (PRESENT JOB

YES	CANNOT DECIDE	NO	
1	2	3	Asks my advice
1	2	3	Hard to please
1	2	3	Impolite
1	2	3	Praises good work
1	2	3	Tactful
1	2	3	Influential
1	2	3	Up-to-date
1	2	3	Doesn't supervise enough
1	2	3	Quick tempered
1	2	3	Tells me where I stand
1	2	3	Annoying
1	2	3	Stubborn
1	2	3	Knows job well
1	2	3	Bad
1	2	3	Intelligent
1	2	3	Leaves me on my own
1	2	3	Around when needed
1	2	3	Lazy

III. Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words describe these people? In the space preceding each word below, circle

- 1 if it describes the people you work with
- 2 if you cannot decide
- 3 if it does NOT describe them

PEOPLE ON YOUR PRESENT JOB

YES	CANNOT DECIDE	NO	
1	2	3	Stimulating
1	2	3	Boring
1	2	3	Slow
1	2	3	Ambitious
1	2	3	Stupid
1	2	3	Responsible
1	2	3	Fast
1	2	3	Intelligent
1	2	3	Easy to make enemies
1	2	3	Talk too much
1	2	3	Smart
1	2	3	Lazy
1	2	3	Unpleasant
1	2	3	No privacy
1	2	3	Active
1	2	3	Narrow interests
1	2	3	Loyal
1	2	3	Hard to meet

IV. Think of the pay you get now. How well does each of the following words describe your present pay? In the space preceding each word below, circle the number which corresponds with how you feel. Circle

- 1 if it describes your pay
- 2 if you cannot decide
- 3 if it does NOT describe it

PRESENT PAY

YES	CANNOT DECIDE	NO	
1	2	3	Income adequate for normal expenses
1	2	3	Barely live on income
1	2	3	Bad
1	2	3	Income provides luxuries
1	2	3	Insecure
1	2	3	Less than I deserve
1	2	3	Highly paid
1	2	3	Underpaid

V. Think of the opportunities for promotion that you have now. How well does each of the following words describe these opportunities? In the space preceding each word below, circle

1 for "Yes" if it describes your opportunities for promotion

2 if you cannot decide

3 for "No" if it does not describe them

OPPORTUNITIES FOR PROMOTION

YES	CANNOT DECIDE	NO	
1	2	3	Good opportunities for promotion
1	2	3	Opportunity somewhat limited
1	2	3	Promotion on ability
1	2	3	Dead-end job
1	2	3	Good chance for promotion
1	2	3	Unfair promotion policy
1	2	3	Infrequent promotions
1	2	3	Regular promotions
1	2	3	Fairly good chance for promotion

Job Descriptive Index: Copyright, 1975 Bowling Green State University.

THANK YOU FOR YOUR PARTICIPATION!

Appendix B: Crosstabulations of Dependent Variables with
Demographic Characteristics (Extraneous Variables)

CROSSTABULATION OF PRESENTLY REMAIN IN SUPPLY (14)
 WITH RANK (V1)

	V1				ROW TOTAL
	2LT	1LT	CAPTAIN		
V14	-----I-----	I-----	I-----	I-----	
STRONGLY DISAGRE	I 1 I 4 I 6 I 11	I 0.7 I 2.8 I 4.2 I 7.7			
MODERATELY DISAG	I 2 I 3 I 4 I 9	I 1.4 I 2.1 I 2.8 I 6.3			
SLIGHTLY DISAGRE	I 3 I 0 I 6 I 9	I 2.1 I 0.0 I 4.2 I 6.3			
NEUTRAL	I 2 I 2 I 11 I 15	I 1.4 I 1.4 I 7.7 I 10.6			
SLIGHTLY AGREE	I 1 I 3 I 11 I 15	I 0.7 I 2.1 I 7.7 I 10.6			
MODERATELY AGREE	I 5 I 6 I 16 I 28	I 4.2 I 4.2 I 11.3 I 19.7			
STRONGLY AGREE	I 12 I 9 I 34 I 55	I 8.5 I 6.3 I 23.9 I 38.7			
COLUMN	27	27	88	142	
TOTAL	19.0	19.0	62.0	100.0	

CROSSTABULATION OF PRESENTLY REMAIN IN SUPPLY (V14)
WITH YEARS IN SUPPLY (V4)

V4					
		UNDER 5	5 BUT LE 10 YEARS	ROW	
		YEARS	SS THAN	OR MORE	TOTAL
V14	-----I-----I-----I-----I				
	I 5 I 6 I 0 I				11
STRONGLY DISAGRE	I 3.5 I 4.2 I 0.0 I				7.7
	-----I-----I-----I-----I				
	I 6 I 2 I 1 I				9
MODERATELY DISAG	I 4.2 I 1.4 I 0.7 I				6.3
	-----I-----I-----I-----I				
	I 4 I 2 I 3 I				9
SLIGHTLY DISAGRE	I 2.8 I 1.4 I 2.1 I				6.3
	-----I-----I-----I-----I				
	I 2 I 7 I 6 I				15
NEUTRAL	I 1.4 I 4.9 I 4.2 I				10.6
	-----I-----I-----I-----I				
	I 7 I 4 I 4 I				15
SLIGHTLY AGREE	I 4.9 I 2.8 I 2.8 I				10.6
	-----I-----I-----I-----I				
	I 15 I 9 I 4 I				28
MODERATELY AGREE	I 10.6 I 6.3 I 2.8 I				19.7
	-----I-----I-----I-----I				
	I 18 I 24 I 13 I				55
STRONGLY AGREE	I 12.7 I 16.9 I 9.2 I				38.7
	-----I-----I-----I-----I				
COLUMN		57	54	31	142
TOTAL		40.1	38.0	21.8	100.0

CROSSTABULATION OF PRESENTLY REMAIN IN SUPPLY (V14)

WITH EDUCATIONAL LEVEL (V5)

V5

	BACHELOR		MASTER'S		ROW	
	DEGREE		DEGREE		TOTAL	
V14	-----I-----I-----I					
	I	8	I	3	I	11
STRONGLY DISAGRE	I	5.6	I	2.1	I	7.7
	-----I-----I-----I					
	I	6	I	3	I	9
MODERATELY DISAG	I	4.2	I	2.1	I	6.3
	-----I-----I-----I					
	I	6	I	3	I	9
SLIGHTLY DISAGRE	I	4.2	I	2.1	I	6.3
	-----I-----I-----I					
	I	8	I	7	I	15
NEUTRAL	I	5.6	I	4.9	I	10.6
	-----I-----I-----I					
	I	8	I	7	I	15
SLIGHTLY AGREE	I	5.6	I	4.9	I	10.6
	-----I-----I-----I					
	I	16	I	12	I	28
MODERATELY AGREE	I	11.3	I	8.5	I	19.7
	-----I-----I-----I					
	I	37	I	18	I	55
STRONGLY AGREE	I	26.1	I	12.7	I	38.7
	-----I-----I-----I					
COLUMN		89		53		142
TOTAL		62.7		37.3		100.0

CROSSTABULATION OF PRESENTLY REMAIN IN SUPPLY (V14)

WITH SEX (V6)

		V6			
		MALE	FEMALE	ROW	
				TOTAL	
V14	-----I-----I-----I				
	I	8	I	3	I
STRONGLY DISAGRE	I	5.6	I	2.1	I
	-I-----I-----I				
	I	8	I	1	I
MODERATELY DISAG	I	5.6	I	0.7	I
	-I-----I-----I				
	I	8	I	1	I
SLIGHTLY DISAGRE	I	5.6	I	0.7	I
	-I-----I-----I				
	I	10	I	5	I
NEUTRAL	I	7.0	I	3.5	I
	-I-----I-----I				
	I	12	I	3	I
SLIGHTLY AGREE	I	8.5	I	2.1	I
	-I-----I-----I				
	I	20	I	8	I
MODERATELY AGREE	I	14.1	I	5.6	I
	-I-----I-----I				
	I	45	I	10	I
STRONGLY AGREE	I	31.7	I	7.0	I
	-I-----I-----I				
COLUMN		111		31	142
TOTAL		78.2		21.8	100.0

CROSSTABULATION OF PERMANENTLY REMAIN IN SUPPLY (V15)
WITH RANK (V1)

		V1				
		2LT	1LT	CAPTAIN	ROW	TOTAL
V15	-----I-----I-----I-----I					
	I 3 I 9 I 8 I					20
STRONGLY DISAGRE	I 2.1 I 6.3 I 5.6 I					14.1
	-I-----I-----I-----I					
	I 6 I 2 I 9 I					17
MODERATELY DISAG	I 4.2 I 1.4 I 6.3 I					12.0
	-I-----I-----I-----I					
	I 1 I 3 I 6 I					10
SLIGHTLY DISAGRE	I 0.7 I 2.1 I 4.2 I					7.0
	-I-----I-----I-----I					
	I 6 I 3 I 16 I					25
NEUTRAL	I 4.2 I 2.1 I 11.3 I					17.6
	-I-----I-----I-----I					
	I 2 I 1 I 11 I					14
SLIGHTLY AGREE	I 1.4 I 0.7 I 7.7 I					9.9
	-I-----I-----I-----I					
	I 1 I 7 I 11 I					19
MODERATELY AGREE	I 0.7 I 4.9 I 7.7 I					13.4
	-I-----I-----I-----I					
	I 8 I 2 I 27 I					37
STRONGLY AGREE	I 5.6 I 1.4 I 19.0 I					26.1
	-I-----I-----I-----I					
COLUMN		27	27	88		142
TOTAL		19.0	19.0	62.0		100.0

CROSSTABULATION OF PERMANENTLY REMAIN IN SUPPLY (V15)
WITH YEARS IN SUPPLY (V4)

		V4				
		UNDER 5	5 BUT LE 10 YEARS	ROW		
		YEARS	SS THAN	OR MORE	TOTAL	
V15	-----I-----I-----I-----I					
	I 11 I 9 I 0 I					20
STRONGLY DISAGRE	I 7.7 I 6.3 I 0.0 I					14.1
	-----I-----I-----I-----I					
	I 9 I 4 I 4 I					17
MODERATELY DISAG	I 6.3 I 2.8 I 2.8 I					12.0
	-----I-----I-----I-----I					
	I 5 I 2 I 3 I					10
SLIGHTLY DISAGRE	I 3.5 I 1.4 I 2.1 I					7.0
	-----I-----I-----I-----I					
	I 9 I 10 I 6 I					25
NEUTRAL	I 6.3 I 7.0 I 4.2 I					17.6
	-----I-----I-----I-----I					
	I 6 I 4 I 4 I					14
SLIGHTLY AGREE	I 4.2 I 2.8 I 2.8 I					9.9
	-----I-----I-----I-----I					
	I 10 I 5 I 4 I					19
MODERATELY AGREE	I 7.0 I 3.5 I 2.8 I					13.4
	-----I-----I-----I-----I					
	I 7 I 20 I 10 I					37
STRONGLY AGREE	I 4.9 I 14.1 I 7.0 I					26.1
	-----I-----I-----I-----I					
COLUMN		57	54	31		142
TOTAL		40.1	38.0	21.8		100.0

CROSSTABULATION OF PERMANENTLY REMAIN IN SUPPLY (V15)
WITH EDUCATIONAL LEVEL (V5)

V5					
BACHELOR MASTER'S				ROW	
	DEGREE	DEGREE		TOTAL	
V15	-----I-----I-----I				
	I 13 I 7 I				20
STRONGLY DISAGRE	I 9.2 I 4.9 I				14.1
	-I-----I-----I				
	I 11 I 6 I				17
MODERATELY DISAG	I 7.7 I 4.2 I				12.0
	-I-----I-----I				
	I 5 I 5 I				10
SLIGHTLY DISAGRE	I 3.5 I 3.5 I				7.0
	-I-----I-----I				
	I 17 I 8 I				25
NEUTRAL	I 12.0 I 5.6 I				17.6
	-I-----I-----I				
	I 8 I 6 I				14
SLIGHTLY AGREE	I 5.6 I 4.2 I				9.9
	-I-----I-----I				
	I 10 I 9 I				19
MODERATELY AGREE	I 7.0 I 6.3 I				13.4
	-I-----I-----I				
	I 25 I 12 I				37
STRONGLY AGREE	I 17.6 I 8.5 I				26.1
	-I-----I-----I				
COLUMN	89	53			142
TOTAL	62.7	37.3			100.0

CROSSTABULATION OF PERMANENTLY REMAIN IN SUPPLY (V15)

WITH SEX (V6)

V6

	MALE	FEMALE	ROW TOTAL
V15	-----I-----I-----I		
	I 16 I 4 I		20
STRONGLY DISAGRE	I 11.3 I 2.8 I		14.1
	-I-----I-----I		
	I 15 I 2 I		17
MODERATELY DISAG	I 10.6 I 1.4 I		12.0
	-I-----I-----I		
	I 9 I 1 I		10
SLIGHTLY DISAGRE	I 6.3 I 0.7 I		7.0
	-I-----I-----I		
	I 16 I 9 I		25
NEUTRAL	I 11.3 I 6.3 I		17.6
	-I-----I-----I		
	I 11 I 3 I		14
SLIGHTLY AGREE	I 7.7 I 2.1 I		9.9
	-I-----I-----I		
	I 14 I 5 I		19
MODERATELY AGREE	I 9.9 I 3.5 I		13.4
	-I-----I-----I		
	I 30 I 7 I		37
STRONGLY AGREE	I 21.1 I 4.9 I		26.1
	-I-----I-----I		
COLUMN	111	31	142
TOTAL	78.2	21.8	100.0

CROSSTABULATION OF MAKE THE AIR FORCE A CAREER (V16)
WITH RANK (V1)

		V1					
		2LT	1LT	CAPTAIN	ROW		
						TOTAL	
V16	-----I-----I-----I-----I						
	I 0 I 2 I 6 I					8	
STRONGLY DISAGRE	I 0.0 I 1.4 I 4.2 I					5.6	
	-I-----I-----I-----I						
	I 0 I 2 I 0 I					2	
MODERATELY DISAG	I 0.0 I 1.4 I 0.0 I					1.4	
	-I-----I-----I-----I						
	I 3 I 0 I 1 I					4	
SLIGHTLY DISAGRE	I 2.1 I 0.0 I 0.7 I					2.8	
	-I-----I-----I-----I						
	I 6 I 2 I 13 I					21	
NEUTRAL	I 4.2 I 1.4 I 9.2 I					14.8	
	-I-----I-----I-----I						
	I 2 I 5 I 5 I					12	
SLIGHTLY AGREE	I 1.4 I 3.5 I 3.5 I					8.5	
	-I-----I-----I-----I						
	I 2 I 2 I 11 I					15	
MODERATELY AGREE	I 1.4 I 1.4 I 7.7 I					10.6	
	-I-----I-----I-----I						
	I 14 I 14 I 52 I					99	
STRONGLY AGREE	I 9.9 I 9.9 I 36.6 I					56.3	
	-I-----I-----I-----I						
COLUMN		27	27	88		142	
TOTAL		19.0	19.0	62.0		100.0	

CROSSTABULATION OF MAKE THE AIR FORCE A CAREER (V16)

WITH YEARS IN SUPPLY (V4)

V4

UNDER 5 5 BUT LE 10 YEARS ROW

YEARS SS THAN OR MORE TOTAL

V16	-----I-----		-----I-----		-----I-----		-----I-----	
	I	3	I	4	I	1	I	8
STRONGLY DISAGRE	I	2.1	I	2.8	I	0.7	I	5.6
	-----I-----		-----I-----		-----I-----		-----I-----	
	I	2	I	0	I	0	I	2
MODERATELY DISAG	I	1.4	I	0.0	I	0.0	I	1.4
	-----I-----		-----I-----		-----I-----		-----I-----	
	I	4	I	0	I	0	I	4
SLIGHTLY DISAGRE	I	2.8	I	0.0	I	0.0	I	2.8
	-----I-----		-----I-----		-----I-----		-----I-----	
	I	11	I	7	I	3	I	21
NEUTRAL	I	7.7	I	4.9	I	2.1	I	14.8
	-----I-----		-----I-----		-----I-----		-----I-----	
	I	8	I	2	I	2	I	12
SLIGHTLY AGREE	I	5.6	I	1.4	I	1.4	I	8.5
	-----I-----		-----I-----		-----I-----		-----I-----	
	I	5	I	9	I	1	I	15
MODERATELY AGREE	I	3.5	I	6.3	I	0.7	I	10.6
	-----I-----		-----I-----		-----I-----		-----I-----	
	I	24	I	32	I	24	I	80
STRONGLY AGREE	I	16.9	I	22.5	I	16.9	I	56.3
	-----I-----		-----I-----		-----I-----		-----I-----	
COLUMN	57		54		31		142	
TOTAL	40.1		38.0		21.8		100.0	

CROSSTABULATION OF MAKE THE AIR FORCE A CAREER (V16)
WITH EDUCATIONAL LEVEL (V5)

		V5			
		BACHELOR MASTER'S		ROW	
		DEGREE	DEGREE	TOTAL	
V16	-----I-----I-----I				
	I	6	I 2	I	8
STRONGLY DISAGRE	I	4.2	I 1.4	I	5.6
	-I-----I-----I				
	I	0	I 2	I	2
MODERATELY DISAG	I	0.0	I 1.4	I	1.4
	-I-----I-----I				
	I	3	I 1	I	4
SLIGHTLY DISAGRE	I	2.1	I 0.7	I	2.8
	-I-----I-----I				
	I	14	I 7	I	21
NEUTRAL	I	9.9	I 4.9	I	14.8
	-I-----I-----I				
	I	9	I 3	I	12
SLIGHTLY AGREE	I	6.3	I 2.1	I	8.5
	-I-----I-----I				
	I	9	I 6	I	15
MODERATELY AGREE	I	6.3	I 4.2	I	10.6
	-I-----I-----I				
	I	48	I 32	I	80
STRONGLY AGREE	I	33.8	I 22.5	I	56.3
	-I-----I-----I				
COLUMN		89	53		142
TOTAL		62.7	37.3		100.0

CROSSTABULATION OF MAKE THE AIR FORCE A CAREER (V16)

WITH SEX (V6)

		V6				
		MALE	FEMALE	ROW		
				TOTAL		
V16	-----I-----I-----I					
	I	4	I	4	I	8
STRONGLY DISAGRE	I	2.8	I	2.8	I	5.6
	-----I-----I-----I					
	I	2	I	0	I	2
MODERATELY DISAGRE	I	1.4	I	0.0	I	1.4
	-----I-----I-----I					
	I	2	I	2	I	4
SLIGHTLY DISAGRE	I	1.4	I	1.4	I	2.8
	-----I-----I-----I					
	I	14	I	7	I	21
NEUTRAL	I	9.5	I	4.9	I	14.8
	-----I-----I-----I					
	I	12	I	2	I	12
SLIGHTLY AGREE	I	7.0	I	1.4	I	8.5
	-----I-----I-----I					
	I	11	I	4	I	15
MODERATELY AGREE	I	7.7	I	2.8	I	10.6
	-----I-----I-----I					
	I	68	I	12	I	80
STRONGLY AGREE	I	47.9	I	8.5	I	56.3
	-----I-----I-----I					
COLUMN		111		31		142
TOTAL		78.2		21.8		100.0

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This investigation examined the retention decisions of company grade supply officers in the United States Air Force. Specifically, the relationships between organizational commitment and the components of job satisfaction were examined with three aspects of career intent: (1) intention to presently remain in supply, (2) intention to permanently remain in supply, and (3) intention to make the Air Force a career. Also, demographic variables about Air Force supply officers were collected and reported. Data collection was accomplished by survey method. The Job Descriptive Indices (Patricia Smith et al., 1969) were used to measure the components of job satisfaction. Porter's Organizational Commitment Scale questionnaire was used to measure organizational commitment. Original questions were developed to measure the three aspects of career intent. Analysis of the data was accomplished using simple and multiple linear regression.

The results of this investigation illustrate the varying abilities of organizational commitment and the components of job satisfaction to predict the different aspects of expressed career intent. The results indicate that the direct work related components of job satisfaction (work satisfaction, co-worker satisfaction, and supervision satisfaction) are most strongly related to and are the best predictors of expressed career intention to presently and permanently remain in supply, while organizational commitment is most strongly related to and is the best predictor of expressed career intention to make the Air Force a career.